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THE HONORABLE WILLIAM J. CASEY

544th STRATEGIC INTELLIGENCE WING'S
1985 DINING-IN

OFFUTT AIR FORCE BASE, OMAHA, NEBRASKA

26 OCTOBER 1985

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REMARKS OF WILLIAM J. CASEY

DIRECTOR OF CENTRAL INTELLIGENCE

before

544th STRATEGIC INTELLIGENCE WING, OFFUTT AIR FORCE BASE

Omaha, Nebraska

Saturday, 26 October 1985

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Thank you, General Doyle, for your very kind introduction. I would like to thank General Doyle and Colonel Neal for making my briefing and discussions today so interesting and productive. I am privileged to be here with all of you this evening to celebrate the 35th anniversary of the 544th Strategic Intelligence Wing, and particularly to address the theme you have selected for the occasion, "The Evolution of Intelligence."

The really splendid and imaginative presentation of the history of intelligence stole my thunder, but let me start with my own first experience in intelligence work with the OSS in Europe. In those days, we were parachuting Europeans into Germany hoping that they would be able to stumble on a German unit to observe, identify, and radio word on where it was and in which direction it was heading. Today, in contrast, we know intimate details of Soviet military forces, the weapons industry which supports them, the capabilities and deployment of the weapons produced including those which are shipped widely around the world to Soviet-backed forces from Afghanistan to Angola, from Cambodia to Ethiopia and Nicaragua, and many other countries as well. This is accomplished through wonders of photography, electronics, seismic science, acoustics, and many other black arts. The development of this intelligence apparatus was precipitated by two developments in the late 1940s--the sealing off of Eastern Europe, pretty well completed by the Czech coup and Berlin blockade of 1948, and the explosion of an Atomic bomb by the Soviets in 1949. This quickly led to the recognition that the nation lacked the vital intelligence needed to assess and deal with this new threat.

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Curiously, no application of overhead reconnaissance was made to assess the threat until about 1950--pretty much about the same time as your Wing came into being.

It was soon realized that conventional intelligence collection on Soviet military R&D, production, and deployment was only marginally effective. Simply put, we had no "firm" data on what they were doing or planned to do. And Soviet secrecy and counterintelligence procedures were simply too strong for us and our allies to make much headway.

We found that HUMINT coverage of Soviet military activities was inadequate. Most of the information we had at that time on Soviet R&D was garnered from returned German PWs and scientists, and refugees. This information was dated and limited to small areas of the Soviet Union. Worst of all, the information was subject to the human frailties of bias, poor memory and guesstimation.

The policymakers recognized a critical need for renewed photoreconnaissance in 1949. With the help of the British and certain other allies, we began overflights early in the 1950s. At first, we used modified British Canberra aircraft; later on we switched to RB-47s. It was quickly apparent that neither of these aircraft was completely satisfactory. But what was also apparent was that reconnaissance was what was needed to get the information we so desperately lacked.

After some back-and-forthing between Headquarters, Air Force; Lockheed; CIA; and some others in government, Kelly Johnson and his men set up the now famous Skunk Works in 1954 to design what, in effect, was a jet-powered glider. The U-2 was born. As an aside, it took 18 months from drawing-board concept to operational readiness. And with the U-2, the United States entered the modern era of overhead imagery.

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Approved For Release 2009/07/08 : CIA-RDP87M00539R000800960002-4

Despite the Soviet shootdown of Francis Gary Powers on 1 May 1960, the U-2 was an outstanding collection platform that served us well in the field of imagery--and in fact continues to this day. But, the Soviet success was short-lived. For it was the U-2 shootdown that was followed in Summer 1960 by the launch of our first imaging satellite. This year, 1985, is thus the Silver Anniversary of satellite photography.

Now the point of this quick history lesson--apart from sticking to the theme of "Evolution of Intelligence"--is to give you some idea of how far we've come--you and us--in the intelligence business since 1950, thanks to the innovative application of technology.

There is no question that our early programs were successful. But there were a number of limitations, and problems, that had to be overcome. And it didn't always come easily.

Let me tick off some of our early problems for you:

- Our U-2 missions were constrained by weather conditions, and consequently were launched only when the planned flight track was 80 percent cloud-free. By the same token, early satellite missions were limited to a few days lifespan, and could not see through the clouds. Today, sophisticated satellites contribute to the intelligence process with less interference due to weather. Better weather prediction allows optimum use of our satellites, thanks in large part to the Defense Meteorological Support Program and SAC's Global Weather Central.

Approved For Release 2009/07/08 : CIA-RDP87M00539R000800960002-4

Approved For Release 2009/07/08 : CIA-RDP87M00539R000800960002-4

- There was an inherent time lapse in early film-return systems, and this resulted in a high perishability factor in the data acquired. For example, the Soviet preparations for the invasion of Czechoslovakia in 1968 were imaged on a satellite mission--but the invasion had occurred before the mission could be retrieved and the film processed. Today, we can monitor the development of similar situations on a timely basis. Currently, we monitor the status of the Iran-Iraq war, the Soviet war in Afghanistan, and other important problems daily.

- Both the U-2 and early satellite missions were targeted primarily against the Soviet Union and Communist China. Even so, these missions covered only a small part of a huge landmass. Today, we have global missions covering such diverse worldwide issues as detection of terrorist training sites, narcotics production areas, port and harbor congestion, Soviet weapons exports, assessment of oil/grain production, and observation of natural and technological disasters.

Today, our reconnaissance products form an integral part of the analytical process which enables us to provide more and better finished intelligence to the policy community. Our area experts and our functional specialists in such fields as ballistics, nuclear physics, aeronautics, and economics use overhead photography to supplement information received from SIGINT and human sources. Together they piece together a collage which enables us to better understand developments in the Soviet Union as well as other strategic locations. More specifically:

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25X1

Approved For Release 2009/07/08 : CIA-RDP87M00539R000800960002-4

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Approved For Release 2009/07/08 : CIA-RDP87M00539R000800960002-4

Imagery also provides inputs into our analysis of key global issues.

25X1

For example:

The point is that our imagery is pretty good today, but its beginnings were humble.

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At this point, let me turn briefly to the future and mention several technologies we are examining with an eye toward further development of our capabilities in overhead imagery.

The analyst is the basic customer for the raw imagery product--at least initially. And all analysts everywhere demand basically three things of imagery: the highest possible resolution, the quickest possible return, and the greatest possible coverage.

- If the resolution is poor, the product has less value. And the analyst cannot make the critical judgments required.

- If there is slow return or slow handling, we have got history, not intelligence, on our hands. As I've told you, the event may already have taken place--you read about it in the newspapers.

- And, if coverage is limited, the analyst likely will miss key evidence. We must have as complete an understanding of our target as possible.

To meet analysts' daunting requirements, technology has enabled us to make great strides in the last 25 years, but there is still room for significant improvement in imagery capabilities.

Consider, for a moment, that while technology has improved many-fold both the quality and especially quantity of imagery--the reality of stringent budgets has not increased the number of analysts available to interpret the

Approved For Release 2009/07/08 : CIA-RDP87M00539R000800960002-4

Approved For Release 2009/07/08 : CIA-RDP87M00539R000800960002-4

material. Hence, some means must be found to store, handle, and retrieve raw products. Moreover, "aids" to the analyst must be placed in use to provide that analyst with the ability to look at more material more quickly. This is quite a challenge in itself.

Even more of a challenge may be the demands placed on timeliness of response. Not long ago, the policymaker's response time to threats was measured in weeks, or perhaps days in the most extreme cases. Today, a major crisis--or even a terrorist hijacking--forces action in hours, or even minutes. The intelligence services must adjust accordingly and have the wherewithal to provide the President, the National Security Council, or the strategic forces assigned to SAC, with timely, accurate intelligence now! There is no time for waiting.

In a sense, we are continuing the trend toward improving resolution and coverage--and cutting processing and handling time--that began a quarter of a century ago. This is an important effort in the continuing evolution of intelligence in which all of us in the Community must share.

Modern overhead imagery began at a time when the West sorely needed reliable intelligence on which to base its assessments of Soviet strategic capabilities. It began with an innovative idea, some scientific curiosity, and a willingness to challenge the unknown. That same innovation, curiosity, and willingness to challenge the unknown is needed even more today.

As we tried desperately to retrieve those first satellite film buckets 25 years ago, no one was really aware that a new era had begun which would result in an ever-increasing sophistication of reconnaissance technology;

Approved For Release 2009/07/08 : CIA-RDP87M00539R000800960002-4

Approved For Release 2009/07/08 : CIA-RDP87M00539R000800960002-4

that we would achieve an almost limitless contribution to national decision-making. If that kind of initiative can be sustained, think what we can achieve in the next 25 years!

Before I leave you in peace to get on with the more enjoyable items on this evening's agenda, let me leave you with one thought. We do share a common heritage and a common responsibility. And that responsibility is to provide the very best intelligence we can to our valued consumers--you to the valiant crews of the Strategic Air Command, and we to the President and his chief advisors. My visit with you today assures me that both customers--yours and ours--are receiving the best intelligence available anywhere in the world.

Thank you for the privilege of being with you.

Approved For Release 2009/07/08 : CIA-RDP87M00539R000800960002-4

Approved For Release 2009/07/08 : CIA-RDP87M00539R000800960002-4

TABLE OF CONTENTS

Schedule of Events/Contacts

Biographies of USAF Officers

Background Materials

Approved For Release 2009/07/08 : CIA-RDP87M00539R000800960002-4

Approved For Release 2009/07/08 : CIA-RDP87M00539R000800960002-4

Approved For Release 2009/07/08 : CIA-RDP87M00539R000800960002-4

Approved For Release 2009/07/08 : CIA-RDP87M00539R000800960002-4

DCI SCHEDULE/CONTACTS
FOR OFFUTT AIR FORCE BASE
STRATEGIC AIR COMMAND HEADQUARTERS
26 - 27 October 1985

Saturday, 26 October

0720 EST	Depart National Airport Western Airlines # 503
0855 CST	Arrive Eppley Airport Omaha, Nebraska; met by 25X1 General William L. Doyle 25X1
	1440 Kewitt Plaza, 36th & Farnum Sts.
0900	Depart for ~~Offutt Air Force Base~~
0930	Meet with Mr. Warren Buffett
~~0945~~ 1000	~~Arrive at Strategic Air Command Hqs~~ Depart for Offutt Air Force Base
1045	Arrive at SAC Hqs CONTACTS: General William L. Doyle Phone: (402) 294-4959
	25X1
	Offutt Inn Phone: (402) 294-3671 (LeMay Suite)
0945	Public Affairs briefing on SAC Today
1030	Briefing on Deterrent: How much is enough?
1105	Briefing: Advanced Intelligence Systems for War Planning
1135	Courtesy call with CINCSAC General Larry D. Welch
1200	Lunch with Commander, SAC General L. D. Welch CINCSAC Vice-CINC Lieutenant General Monroe Hatch SAC Deputy Chief of Staff, Major General William Doyle DCS for Plans, Major General J. P. McCarthy DCS Operations Major General R. D. Beckel

Approved For Release 2009/07/08 : CIA-RDP87M00539R000800960002-4

Approved For Release 2009/07/08 : CIA-RDP87M00539R000800960002-4

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FOR OFFUTT AIR FORCE BASE
STRATEGIC AIR COMMAND HEADQUARTERS
26 - 27 October 1985

1250	Briefing an Tour: Intelligence Data Handling Systems - 1980
1310	Briefing: SAC Command and Control (in underground command center)
1400	Briefing on Strategic Application and Analysis Center
1415	Relocatable Targets briefing
1430	Briefing on SAC Headquarters Emergency Relocation Team
1450	Travel to Building D
1500	ELINT Laboratory Tour
1520	Tour of New Building D Facility
1550	Photo Plant Tour
1615	Depart for Quarters
1630 - 1755	Free Time
1755	Depart for Officers Club
1800	Cocktails in lounge
1850	Invocation, toasts, dinner
2115	Address 544th Strategic Intelligence Wing's Dining-In (20 minutes remarks, 10 minutes Questions and Answers)
2200	Adjournment

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Approved For Release 2009/07/08 : CIA-RDP87M00539R000800960002-4

Approved For Release 2009/07/08 : CIA-RDP87M00539R000800960002-4

DCI SCHEDULE/CONTACTS
FOR OFFUTT AIR FORCE BASE
STRATEGIC AIR COMMAND HEADQUARTERS
26 - 27 October 1985

Sunday, 27 October

0545	Depart for Eppley Airport (escorted by Lieutenant General Monroe Hatch (vice-CINC)
0633 CST	Depart Eppley Airport United Air # 804
1118 EST	Arrive National Airport

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Approved For Release 2009/07/08 : CIA-RDP87M00539R000800960002-4

Approved For Release 2009/07/08 : CIA-RDP87M00539R000800960002-4

PAO 85-0537

22 October 1985

MEMORANDUM FOR: Director of Central Intelligence

FROM: George V. Lauder
Director, Public Affairs Office

SUBJECT: Trip to Offutt Air Force Base, and Address of the 544th Strategic Intelligence Wing's 1985 Dining-In

1. Action Requested: None. This is background information for your trip to Offutt Air Force Base, Omaha, Nebraska, Saturday, 26 October to tour Strategic Air Command Headquarters (SAC) and address the 544th Strategic Intelligence Wing's Dining-In.

25X1 Strategic Air Command Deputy Chief of Staff for Intelligence Major General William L. Doyle, Jr. [redacted] will meet you at Eppley Airport. (See tab for biographies.) General Doyle will be your host and escort for the day. You will stay at the LeMay Suite at the Offutt Inn across from the Headquarters Building. The telephone number is (402) 294-3671 (LeMay Suite).

2. Tour of SAC Headquarters: Your tour will begin at 0945 with a Public Affairs briefing on SAC and then you will meet with Commander, Strategic Air Command General Larry Deane Welch. (See tab for biographies.) You will also tour the technical facilities of SAC in the morning and afternoon. (See agenda for detailed schedule.) Lunch will be served from 1200 - 1245 p.m. and you will be seated with:

Gen. Larry D. Welch	Commander, Strategic Air Command
Lt. Gen. Monroe Hatch	CINCSAC Vice-CINC
Maj. Gen. William L. Doyle	SAC Deputy Chief of Staff, Intelligence
Maj. Gen. James P. McCarthy	Deputy Chief of Staff for Plans
Maj. Gen. Robert D. Beckel	Deputy Chief of Staff for Operations

After touring the air base you will have free time from 1630 - 1800.

3. Arrangements for the Dining-In: You are to be the guest speaker at the 544th's Dining-In (1800 - 2200). The Wing is celebrating its 35th anniversary and the theme is "The Evolution of Intelligence." The dress is military dress uniform or black tuxedo. General Doyle will pick you up

SECRET

Approved For Release 2009/07/08 : CIA-RDP87M00539R000800960002-4

Approved For Release 2009/07/08 : CIA-RDP87M00539R000800960002-4

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at your room at 1755 and walk with you to the Officers Club. General Welch is unable to attend. The reception cocktail hour begins at 1800 and dinner at 1845. Your speech is scheduled to begin at 2115. The suggested format is 20 minutes of remarks and 10 minutes of questions and answers. Your speech will be unclassified. Commander of the 544th Strategic Intelligence Wing Colonel Harold (Dick) Neal will introduce you. You will be seated at the head table with:

Maj. Gen. William Doyle (on your left)	SAC Deputy Chief of Staff, Intelligence
Col. George Lotz	Deputy Chief of Staff, Intelligence Assistant IN (Gen. Doyle)
Col. Dick Neal	544th Wing Commander
Col. Owen Lentz	544th Vice Wing Commander

A podium, mike and neck mike will be located near the head table. Your remarks will be taped for our records only. Prior to dinner at approximately 1920, a visual presentation will be given on the evolution of intelligence.

The audience of about 250 are USAF officers assigned to the 544th Wing or SAC Intelligence. Neither foreign nationals, members of the media or spouses will be present. However, an Air Force photographer will be present. Since your visit is not a public event, the Air Force newspaper AIR PULSE will not carry a story prior to your arrival. Any coverage carried after your appearance will be cleared by our Public Affairs Office. The Dining-In is a formal dinner function for members of an organization or unit. It is derived from very old tradition in England, not exclusively military. U.S. Army Air Corps personnel adopted the practice of the Dining-In when they were associated with the British during World War II. General "Hap" Arnold started the Dining-In in the Army Air Corps with his famous "wing-dings." Deputy Director John McMahon spoke at the 1983 Dining-In and Vice Commander of SAC General William Campbell spoke last year.

Approved For Release 2009/07/08 : CIA-RDP87M00539R000800960002-4

Approved For Release 2009/07/08 : CIA-RDP87M00539R000800960002-4

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The Dining-In combines ceremony, tradition, and good fellowship in a formal military framework. Attached are two Dining-In programs from previous years events. In the 30 November 1982 program, appropriate toasts and responses are listed on pages 6 and 7 and the Rules of the Mess, pages 27 and 28. The programs also contain the biographies of the guest speaker, the President of the mess, and Madam or Mister Vice. The duties of Mister and Madam Vice include serving as a master or mistress of ceremonies and parliamentarian, and the individuals will be different from those mentioned in the 30 November program. (See background material tab for the Dining-In Agenda.)

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According to [redacted] it is a game and the rules of the mess are purposely complicated to make the individual forget the appropriate protocol. You are not expected to participate in this. By the end of the evening, most distinguished guests leave, and the young officers continue to do "penance by partaking of one of the two water buckets otherwise known as the Grog bowl."

The 544th Strategic Intelligence Wing is the most decorated wing in the Air Force and is the principal intelligence production organization of the Strategic Air Command (SAC). The Wing generates all-source intelligence and related products to support the aerospace forces and military planning responsibilities assigned to the Command, to support the Joint Strategic Target Planning Staff (JSTPS), and to support other Offutt Complex activities. A history of the 544th wing is included under background materials.

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[redacted]

George V. Lauder

Attachments
As Stated

Approved For Release 2009/07/08 : CIA-RDP87M00539R000800960002-4

Approved For Release 2009/07/08 : CIA-RDP87M00539R000800960002-4

Approved For Release 2009/07/08 : CIA-RDP87M00539R000800960002-4

Approved For Release 2009/07/08 : CIA-RDP87M00539R000800960002-4

Biography

United States Air Force

Secretary of the Air Force, Office of Public Affairs, Washington, D.C. 20330

GENERAL LARRY D. WELCH

General Larry D. Welch is commander in chief, Strategic Air Command and director, Joint Strategic Target Planning Staff, with headquarters at Offutt Air Force Base, Neb. The command is the nation's major nuclear deterrent force with bombers, tankers, reconnaissance aircraft and intercontinental ballistic missiles. The Joint Strategic Target Planning Staff coordinates United States nuclear war plans and develops the Single Integrated Operational Plan.

General Welch was born June 9, 1934, in Guymon, Okla., and graduated from Liberal (Kan.) High School in 1952. He received a bachelor of arts degree in business administration from the University of Maryland in 1971 and a master of science degree in international relations from The George Washington University, Washington, D.C., in 1972. The general completed the Armed Forces Staff College at Norfolk, Va., in 1967 and the National War College at Fort Lesley J. McNair, Washington, D.C., in 1972.

He enlisted in the Kansas National Guard in October 1951 serving with the 16th Armored Field Artillery until he enlisted in the U.S. Air Force. In November 1953 he entered the aviation cadet program and received his pilot wings and commission as a second lieutenant at Williams Air Force Base, Ariz., in April 1955. He served as a flight instructor at Williams Air Force Base; Laughlin Air Force Base, Texas; and Craig Air Force Base, Ala., until his assignment in July 1958 to Headquarters Air Training Command at Randolph Air Force Base, Texas.

General Welch joined the 366th Tactical Fighter Wing at Chaumont Air Base, France, in July 1962. He remained with the 366th Tactical Fighter Wing, flying F-84F's and F-4C's, when the unit moved from France to Holloman Air Force Base, N.M., and then to the Republic of Vietnam, where he flew combat missions in F-4C's over North and South Vietnam, and Laos from March 1966 to February 1967.

After completing the Armed Forces Staff College in July 1967, he was assigned to Headquarters U.S. Air Force, Washington, D.C., in the Fighter Division under the assistant chief of staff for studies and analysis. General Welch served as air superiority studies director and then as chief of the Fighter Division.

Following graduation from the National War College in July 1972, he moved to George Air Force Base, Calif., where he was deputy commander for operations and vice commander of the 35th Tactical Fighter Wing. General Welch transferred to Langley Air Force Base, Va., in September 1974 and served as assistant to the commander of Tactical Air Command. In August 1975 he became commander of the 1st Tactical Fighter Wing, also at Langley. He was named the Tactical Air Command's inspector general in August 1977 and in October 1977 became the

(Current as of August 1985) OVER

Approved For Release 2009/07/08 : CIA-RDP87M00539R000800960002-4

Approved For Release 2009/07/08 : CIA-RDP87M00539R000800960002-4

command's deputy chief of staff for plans. General Welch served as deputy chief of staff, operations, Tactical Air Command, from March 1979 to June 1981, when he took command of the 9th Air Force at Shaw Air Force Base, S.C. In November 1982 he was named deputy chief of staff for programs and resources at Air Force headquarters and became vice chief of staff of the U.S. Air Force in July 1984. He assumed his present duties in August 1985.

The general is a command pilot with more than 5,500 flying hours. His military decorations and awards include the Distinguished Service Medal with one oak leaf cluster, Legion of Merit with one oak leaf cluster, Distinguished Flying Cross, Meritorious Service Medal, Air Medal with seven oak leaf clusters, Air Force Commendation Medal with two oak leaf clusters, and Air Force Outstanding Unit Award Ribbon with "V" device and two oak leaf clusters.

General Welch is married to the former Eunice Ellis of Liberal, Kan. They have three sons and one daughter: Brian E., Stewart R., Paul A. and Leslie A.

-30-

Approved For Release 2009/07/08 : CIA-RDP87M00539R000800960002-4

Approved For Release 2009/07/08 : CIA-RDP87M00539R000800960002-4

MAJOR GENERAL JOHN A. BRASHEAR

Major General John A. Brashear is Chief of Staff, Headquarters Strategic Air Command, Offutt Air Force Base, Nebraska. General Brashear was born June 5, 1930, in Pittsburgh. He graduated from the U.S. Naval Academy, Annapolis, MD. in 1954, receiving a bachelor of science degree and a commission in the U.S. Air Force. In 1966 General Brashear graduated from Air Command and Staff College, Maxwell Air Force Base, Alabama, concurrently earning a master of science degree from The George Washington University, Washington, DC. In 1972 he completed the Industrial College of the Armed Forces.

In the early 1960's, he was selected to participate in SAC's program to convert KC-135s to a reconnaissance aircraft. Following F-4 transition training, General Brashear was assigned to Korat Royal Thai Air Force Base, Thailand, where he flew 115 combat missions in F-4E Phamtom 11s. In December 1969 he was assigned to the combat operations staff, Headquarters 7th Air Force, Ton Son Nhut Base, Republic of Vietnam.

In April 1977 General Brashear was named commander of the 319th Bombardment Wing, Grand Forks Air Force Base, ND, until August 1978 when he took command of the 93rd Bombardment Wing at Castle Air Force Base, California. General Brashear was then assigned to Beale Air Force Base, California, in February 1979 as commander of the 14th Air Division. In November 1980 he moved to March Air Force Base.

Approved For Release 2009/07/08 : CIA-RDP87M00539R000800960002-4

Approved For Release 2009/07/08 : CIA-RDP87M00539R000800960002-4

MAJOR GENERAL WILLIAM L. DOYLE, JR.

Major General William L. Doyle, Jr. is deputy chief of staff for intelligence, Headquarters Strategic Air Command, Offutt Air Force Base, Nebraska. General Doyle was born January 28, 1933, in Hartford, Connecticut. He moved to California in 1943 and in 1955 he received a bachelor's degree in international relations from the University of Southern California, Los Angeles. He earned a master's degree in history from Creighton University, Omaha, Nebraska in 1967. The general completed Air Command and Staff College, Maxwell Air Force Base, in 1965 and the Industrial College of the Armed Forces, Fort Leslie J. McNair, Washington, DC in 1975.

He was assigned to Headquarters Military Assistance Command Vietnam at Ton Son Nhut Air Base, Republic of Vietnam, as a B-52 targets officer. In October 1968 he transferred to Headquarters U.S. Air Force, Washington, DC as assistant executive officer to the assistant chief of staff, intelligence, and as the director of Soviet Affairs, Air Force Intelligence Service. During the latter assignment he organized the U.S. Air Force Soviet Awareness Program.

The general returned to Headquarters Strategic Air Command in August 1977 as assistant deputy chief of staff for intelligence. In February 1979 he was named deputy director for the National Strategic Target List, Joint Strategic Target Planning Staff at Offutt Air Force Base. He assumed his present duties in November 1982. His military decorations include the Defense Superior Service Medal, Legion of Merit with one oak-leaf cluster, Bronze Star Medal, Meritorious Service Medal and Joint Service Commendation Medal.

Approved For Release 2009/07/08 : CIA-RDP87M00539R000800960002-4

Approved For Release 2009/07/08 : CIA-RDP87M00539R000800960002-4

LIEUTENANT GENERAL MONROE W. HATCH, JR.

Lt. General Monroe W. Hatch Jr. is vice commander in chief, Strategic Air Command, with headquarters at Offutt Air Force Base, Nebraska. General Hatch was born November 20, 1933, in New Orleans. He entered the U.S. Naval Academy, Annapolis, MD in 1951 and graduated in 1955 with a bachelor of science degree and a commission as a second lieutenant in the U.S. Air Force. He received a master's degree in aerospace engineering from the University of Oklahoma at Norman in 1969 and completed the National War College, Forst Lesley J. McNair, Washington, DC in 1974.

Following his tour of duty in Southeast Asia in July 1970, General Hatch was assigned to the Office of the Secretary of Defense, Washington, DC. He served as military assistant for strategic analysis in the Office of the Deputy Director for Strategic and Space Systems, Undersecretary of Defense for Research and Engineering. He then attended the National Was College from August 1973 until June 1974. After graduation General Hatch was assigned to the Aircraft Division, Directorate of Operational Requirements and Development Plans, Headquarters U.S. Air Force, Washington, DC. He served initially as deputy division chief, and then in 1976 as chief of the Aircraft Division. In September 1978 he became deputy director for strategic forces, Directorate of Operational Requirements, Office of the Deputy Chief of Staff for Research, Development and Acquisition.

Approved For Release 2009/07/08 : CIA-RDP87M00539R000800960002-4

Approved For Release 2009/07/08 : CIA-RDP87M00539R000800960002-4

COLONEL OWEN W. LENTZ

Colonel Owen W. Lentz is vice commander of the 544th Strategic Intelligence Wing, Headquarters Strategic Air Command, Offutt Air Force Base, Nebraska. Colonel Lentz was born in Hutchinson, Kansas on 30 April 1941. His military education includes graduation from the Royal Air Force Staff College in Bracknell, United Kingdom in 1974, and the Air War College in 1983. He has served as Assistant Professor of Political Science at the U.S. Air Force Academy and on the faculty of the Air War College.

Colonel Lentz's educational background includes a Bachelor of Science degree from the U.S. Air Force Academy in 1963, a Master of Arts in International Affairs from Georgetown University in 1964, and work toward a Doctoral Degree in Defense Policy Studies from the Massachusetts Institute of Technology.

He served as Executive Assistant for the Secretary of Defense Representative in Europe, and for the Defense Advisor to the U.S. Ambassador to NATO from 1979 to 1980. In 1980 Colonel Lentz came back to Offutt Air Force Base as Chief Offensive Threat Division, Deputy Director and Director of Assessments, Headquarters SAC DCS/Intelligence. He served as Deputy Commander for Operations, 544th Strategic Intelligence Wing from 1981 to 1982, and assumed his present position as vice commander in June 1984.

His military decorations include the Bronze Star, Defense Meritorious Service Medal, Meritorious Service Medal, Joint Service Commendation Medal, and Air [

Approved For Release 2009/07/08 : CIA-RDP87M00539R000800960002-4

Approved For Release 2009/07/08 : CIA-RDP87M00539R000800960002-4

COLONEL GEORGE BLAINE LOTZ II

Colonel George B. Lotz II is assistant deputy chief of staff, Intelligence, Headquarters Strategic Air Command, Offutt Air Force Base, Nebraska. Colonel Lotz was born April 22, 1943 in Reading, PA. He graduated from the George Washington University, Washington, DC with a bachelor's degree in history in June 1966. He earned a master's degree in public administration from Auburn University, Auburn, Alabama and graduated from the Air Command and Staff College, Maxwell Air Force Base in June 1975. He also attended the Air War College seminar program and the Industrial College of the Armed Force, Fort Leslie J. McNair, Washington, DC, graduating in June 1980.

Following graduation from the Industrial College of the Armed Force, Colonel Lotz returned to the Pentagon where he served as special assistant to the assistant Chief of Staff for Intelligence and as the assistant for joint matters, Headquarters, U.S. Air Force. Following this assignment, he served as director of intelligence plans, Headquarters SAC at Offutt. He assumed his present position in July 1984.

The colonel's military awards and decorations include the Bronze Star Medal, the Defense Meritorious Service Medal and the Meritorious Service Medal with one oak-leaf cluster.

Approved For Release 2009/07/08 : CIA-RDP87M00539R000800960002-4

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COLONEL HAROLD R. NEAL

Colonel Harold R. Neal is commander of the 544th Strategic Intelligence Wing, Headquarters Strategic Air Command, Offutt Air Force Base, Nebraska. Colonel Neal was born December 10, 1935 in Clay County, Indiana. He received a bachelor's degree in education from Indiana University in 1957 and completed Air Command and Staff College in the HQ USAF seminar program.

During his six year tour at Headquarters USAF, Washington, DC, Colonel Neal was involved in programming, planning, and budgeting of many major strategic weapons systems, including the B-1, cruise missiles and KC-10, and B-52 OAS, and KC-135 retrofit programs.

Colonel Neal was assigned to the DCS/Intelligence, Headquarters, Strategic Air Command in January 1981 where he served as the Deputy Director of Targets, the Director of Collections and the Director of Operational Intelligence. He assumed his current popsition October 1984.

Colonel Neal is a master navigator with more than 3,800 flying hours. His military decorations include the Bronze Star, Meritorious Service Medal with two oak-leaf clusters, Air Medal, and Air Force Commendation Medal.

Approved For Release 2009/07/08 : CIA-RDP87M00539R000800960002-4

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Approved For Release 2009/07/08 : CIA-RDP87M00539R000800960002-4

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Approved For Release 2009/07/08 : CIA-RDP87M00539R000800960002-4

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BACKGROUND MATERIALS

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Executive Registry
85- 3749

PAO 85-0520

Honorable William J. Casey
Director of Central Intelligence
Central Intelligence Agency
Washington DC 20505

Dear Mr. Casey

It is my pleasure to invite you to be the guest speaker at the 544th Strategic Intelligence Wing's 1985 Dining-In here at Offutt Air Force Base on the evening of 26 October 1985. We will be celebrating the wing's 35th anniversary. The theme of this event will be "The Evolution of Intelligence." I believe it especially appropriate, in light of the intelligence capabilities that will reside at Offutt that this occasion be commemorated in the special manner that your attendance would provide. Should your schedule permit, I would urge you to consider arriving in sufficient time to tour some of the facilities involved, as Mr. McMahon did when he was out to speak at the October 1983 Dining-In.

I look forward to seeing you next month.

Sincerely

LARRY D. WELCH
General, USAF
Commander in Chief
Strategic Air Command

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Approved For Release 2009/07/08 : CIA-RDP87M00539R000800960002-4

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Approved For Release 2009/07/08 : CIA-RDP87M00539R000800960002-4

Approved For Release 2009/07/08 : CIA-RDP87M00539R000800960002-4

544 STRATEGIC INTELLIGENCE WING

DINING-IN AGENDA

26 OCTOBER 1985

1800 Lounge opens for cocktails, Bar opens on a pay-as-you-go basis. Musical entertainment will be provided by a combo from the SAC Band.

1845 Lounge closes. Members are called into the mess by the Chimes (M/M Vice.) Members will take their places behind their chairs. Members of the head table form a line outside the mess. (Madam Vice announces to the mess to charge glasses.)

1850 Madam Vice: "Ladies and gentlemen, the honored guest and members of the head table." Head table enters and stands behind chairs.

1852 President: (Three raps of the gavel) "Ladies and Gentlemen, the mess is now open. The colors will now be presented by the flag bearers." The flag bearers are one officer from each squadron.

1855 President: "Chaplain would you please offer the invocation." (The mess remains standing for the formal toasts.) If Chaplain is unvailable, President of mess will give invocation.

1856 President: (Three raps of the gavel) "Ladies and Gentlemen, it is an honor for me to propose a toast to our Commander-in-Chief, the President of the United States."

Response: "To the President."

Mister Vice: "Mr. President, I propose a toast to the Chief of Staff United States Army."

Response: "To the Chief of Staff."

Madam Vice: "Mr. President, I propose a toast to the Chief of Naval Operations."

Response: "To the Chief of Naval Operations."

(Highest ranking member of sister services present makes the next toast, will inform that person previously.)

(example) Capt Skinner, USN: "Mr. President, I propose a toast to the Chief of Staff United States Air Force."

Response: "To the Chief of Staff."

2

Approved For Release 2009/07/08 : CIA-RDP87M00539R000800960002-4

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Mister Vice: "Mr. President, I propose a toast to the Commander-in-Chief of the Strategic Air Command."

Response: "To the Commander-in-Chief."

Madam Vice: "Mr. President, I propose a toast to the United States Air Force."

Response: "To the Air Force."

Mister Vice: "Mr. President, I propose a moment of silence in remembrance of our comrades who are missing in action."

(A MOMENT OF SILENCE)

1904 President: (President raps the gavel once.) "Ladies and Gentlemen please be seated." (President delivers his welcome and other opening remarks.) "At this time, it gives me great pleasure to introduce the members of the head table. Would each member stand and be recognized as he is introduced. To my immediate right, our guest speaker for this evening, William J. Casey, Director of Central Intelligence.

1913 President: "Would each of our escort officers please stand and introduce their guest beginning with the table to my right.

Madam Vice: "Mr. President, I propose a toast to our honored guests."

Response: "Hear, Hear!"

1920 President: (Raps gavel one time.) "Ladies and Gentlemen, you may be seated. At this time a brief visual presentation will be given on the evolution of intelligence. The narrators for this presentation will be Lts Michael Mueliner and Barbara Hughes." (Lights dim and presentation begins.)

1940 Mr. President, That concludes our look at the evolution of intelligence. Mister Vice....."

Mister Vice: "Yes Sir."

President: "Please inspect the meal to insure that it has been skillfully prepared and is fit for the mess."

Mister Vice: "Mr. President, this meal has been skillfully prepared by the finest Chefs in the U.S. Air Force and is fit for the mess."

3

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President: "I hope you will all enjoy your dinner this evening. You may begin."

Madam Vice: "Additional wine is available. However, it will have to be purchased individually."

Mr. President: "Mister/Madame Vice, present the Grog bowl. (Mr. Vice escorts the Grog bowl into the ballroom.)

Madam Vice: (Introduces proper procedures for carrying out such discipline as may be required for infractions of etiquette and protocol during the mess. All points of order and requests during dinner must be made to M/M Vice.)

2030 Mister Vice: "Mr. President, request permission to light the Smoking Lamp."

President: "Permission granted."
(Mr. Vice walks up to the lamp and lights it.)

Mister Vice: "Ladies and gentlemen, the Smoking Lamp is lit."

President: (Raps the gavel three times, when he has gained the mess' attention, he raps gavel twice more.) "Ladies and gentlemen, let us adjourn to allow for removal of our dishes. The mess will reconvene in 20 minutes. Will all members stand in their places until the members of the head table depart. Mr. Vice, please extinguish the Smoking Lamp. After dinner drinks are available at the Global Lounge."

2050 (Chimes are sounded again. All members file back into the mess. Line for head table re-forms outside the mess.)

2053 Mister Vice: "Ladies and gentlemen, the honored guest and members of the head table." (Head table is seated.)

2055 President: (Raps gavel once.) "Ladies and gentlemen, please be seated. Let us enjoy our dessert."

(After dessert, Madam Vice will request permission to light the Smoking Lamp.)

Approved For Release 2009/07/08 : CIA-RDP87M00539R000800960002-4

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President: (President introduces the guest speaker. The guest speaker rises to give his address.)

2145 President: (Starts applause then heads to podium.) "Mr. Casey, on behalf of the men and women of 544th Strategic Intelligence Wing and all honored guests, we would like to express our sincere appreciation for accepting our invitation, sharing our company, and providing us with your wisdom and insights.

2147 President: (Presents gift to guest speaker with appropiate remarks.) (Applause between gifts.

2153 Mister Vice: "Mr. President, I propose a toast to our distinguished guest speaker."

Response: "Hear, Hear!"

2155 President: (Concluding remarks.) "At this time I would like to thank the members of this year's Wing Dining-In Committee. Project Officer - Capt Carla Bass; Protocol - Capt Daisey Pierce, Capt David Vallado; Club Arrangements - 2Lt Anita Elgner, 2Lt Steven Goddard; Publicity/Brochure - 2Lt Randy Romppla, 2Lt Thomas Morgan, 2Lt Anthony Etienne; Decorations - 1Lt Sam Madsen, 2Lt Toni Tucker, 2Lt Carol Kennedy, Capt Jeanne Tennison; Video Production - 1Lt Mike Kelleher, 1Lt Bill Cooper, Capt Shiela Laughton, 2Lt Thomas Heigle, 1Lt Mike Mueliner, 1Lt Richard Benack. They have provided us with a most memorable and enjoyable evening. (President leads a round of applause.)

Col Lentz: "Madam Vice, request permission to propose a toast."

Madam Vice: "Please proceed"

Col Lentz: "Mr. President, I propose a toast to the Dining-In Committee."

Response: "Hear, Hear!"

President: "Last, but by no means least, I would like to express my sincere appreciation to two of our finest junior officers who have so ably assisted me this evening, Lt Nancy Cadieux and Lt Steven Tanous. (President leads a round of applause.)

President: "Ladies and gentlemen, please rise for the retirement of the colors." (The Flag Bearers retire the colors.) "This concludes the 1985 544th Strategic Intelligence Wing Dining-In. If you have not already done so, you may enjoy viewing our collection of historical

5

Approved For Release 2009/07/08 : CIA-RDP87M00539R000800960002-4

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intelligence artifacts. (Two raps of the gavel.) "The mass is now adjourned."

6

Approved For Release 2009/07/08 : CIA-RDP87M00539R000800960002-4

Approved For Release 2009/07/08 : CIA-RDP87M00539R000800960002-4

HISTORY OF THE DINING-IN

The 544th Strategic Intelligence Wing Dining-In has a varied and colorful history. Most recent Dining-Ins have included distinguished guest speakers such as the Honorable John H. McMahon, Deputy Director of Central Intelligence, in 1983 and Lt Gen William J. Campbell, Vice Commander of the Strategic Air Command, United States Air Force in 1984. Recent themes have included "Project Warrior...Our Air Force Heritage" in 1983 and "The Olympic Games" in 1984.

The Dining-In is a formal dinner function for members of an organization or unit. It is derived from a very old tradition in England, not exclusively military. US Army Air Corps personnel adopted the practice of the Dining-In when they were associated with the British during World War II. General H. Arnold started the Dining-In in the Army Air Corps with his famous "Wing-Dings."

The Dining-In combines ceremony, tradition, and good fellowship in a formal military framework, and it plays an important part in the life of military organizations. It is an excellent occasion for welcoming new officers and building morale and esprit de corps.

*****

TRADITION OF VICE PRESIDENTS OF THE MESS (VICES)

The vices serve as the president's principal assistants. The vices are traditionally the most junior officers of the mess; however, the president of the mess may select other members to serve in these demanding positions. The vices also note and make special mention of the violations of the rules of the mess and of breaches in protocol and etiquette.

7

Approved For Release 2009/07/08 : CIA-RDP87M00539R000800960002-4

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HISTORY OF THE 544TH

The 544th Strategic Intelligence Wing was activated at Bolling Air Force Base, Washington, DC, on 16 November 1950 and designated the 544th Reconnaisance Technical Squadron (544 RTS).

In April 1952, the 544 RTS was transferred to Offutt AFB, Nebraska, leaving behind a small detachment at Bolling.

The effectiveness with which the 544 RTS carried out its expanding and increasingly important mission from 1 July 1956 to 30 June 1957 earned the 544 RTS the Air Force Outstanding Unit Award for exceptionally meritorious service of great national significance.

A change in designation and mission came in July 1958, when the unit became the 544th Reconnaissance Technical Group and production was increased in quantity, quality, and importance to SAC and the national intelligence fields. The group was organized into four operational centers: Collection Center, Target Center, Electronic Intelligence (ELINT) Center, and Trajectory Center. Following this reorganization, five million dollars worth of new complex equipment was installed.

The 544 RTG received its second Outstanding Unit Award for exceptionally meritorious service during the Cuban Crisis from 1 September through 30 November 1962.

During 1962 and 1963, the mission of the 544 RTG was expanded and complex automatic processing systems were installed and became operational.

Approved For Release 2009/07/08 : CIA-RDP87M00539R000800960002-4

Approved For Release 2009/07/08 : CIA-RDP87M00539R000800960002-4

The 544 RTG was also given the responsibility for supporting the Joint Strategic Target Planning Staff (JSTPS), which was activated in August 1960.

The 544 RTG was advanced to wing status effective 1 January 1963 to provide a more workable structure to control the expanded organization and mission. The designation was also changed to 544th Aerospace Reconnaissance Technical Wing (544 ARTW) to make it more compatible with the mission.

The 544 ARTW received its fourth Outstanding Unit Award for the period 1 July 1969 to 30 June 1971. This award was based on high quality intelligence production and outstanding support of reconnaissance operations in Southeast Asia.

In October 1973, the wing organizational structure was changed to a squadron concept. Three squadrons were established: the Intelligence Analysis Squadron, Intelligence Exploitation Squadron, and Target Materials Squadron.

The 544 ARTW received its fifth Outstanding Unit Award for exceptionally meritorious service from 1 July 1971 to 30 June 1973. During this period, it achieved a progressively greater output in its primary mission of intelligence production in support of strategic war planning, while at the same time meeting requirements in support of Southeast Asia objectives.

The wing received its sixth Outstanding Unit Award for exceptionally meritorious service from 1 July 1973 through 30 June 1975.

Approved For Release 2009/07/08 : CIA-RDP87M00539R000800960002-4

Approved For Release 2009/07/08 : CIA-RDP87M00539R000800960002-4

During this period, the wing achieved a significantly greater level of intelligence production in support of the primary mission of strategic planning, while concurrently supporting several exceptional tasking requirements resulting from developments in the Middle East and Southeast Asia.

The wing organizational structure was again modified. Portions of SAC/IN were integrated within the wing for increased efficiency in intelligence production. Also established were the Wing Director of Operations, Wing Communications Services Division and Wing Resource Management Division.

The 544 ARTW received its seventh Outstanding Unit Award for exceptionally meritorious service from 1 July 1975 through 30 June 1977. During this period, the wing achieved a progressively greater output in its primary mission of production intelligence in support of strategic war planning while at the same time meeting requirements and tasking support of other missions.

The 544 ARTW received approval from SAC to selectively man over 100 key positions within the wing. HQ SAC now has the authority to man these positions with the most qualified individuals. In addition, some of these positions were designated for stabilized tours. HQ SAC also requested that HQ AFMPC designate the wing as a Major Command Special Activity. AFMPC approved the 544 ARTW's designation as MAJCOM Special Activity in March 1979.

Approved For Release 2009/07/08 : CIA-RDP87M00539R000800960002-4

Approved For Release 2009/07/08 : CIA-RDP87M00539R000800960002-4

As of 15 October 1979, the 544th Aerospace Reconnaissance Technical Wing was designated the 544th Strategic Intelligence Wing (SIW) to more accurately portray its mission and functions.

The Strategic Targeting Intelligence Center (STIC) was established 1 February 1980. Formed primarily from IAS resources, the STIC was established to centralize targeting operations of the wing.

Approved For Release 2009/07/08 : CIA-RDP87M00539R000800960002-4

Approved For Release 2009/07/08 : CIA-RDP87M00539R000800960002-4

EVOLUTION OF THE 544TH STRATEGIC INTELLIGENCE WING

PURPOSE: To provide information on the history of the 544th Strategic Intelligence Wing.

DISCUSSION:

- 1946-1950 Predecessor units at Bolling AFB.
  --10th Photo Technical Squadron, 1946-1948.
  --4203d Photo Technical Squadron, 1948-1950.
- 1950 544th Reconnaissance Technical Squadron activated at Bolling AFB on 16 November.
- 1952 544 RTS moved to Offutt AFB.
- 1958 Redesignated 544th Reconnaissance Technical Group and began missile trajectory operations.
- 1959 Assumed all-source analysis mission.
- 1960 Began providing Joint Strategic Target Planning Staff support.
- 1963 Redesignated as 544th Aerospace Reconnaissance Technical Wing.
- 1963-1975 Southeast Asia support mission.
- 1973 Squadrons activated.
  --544th Intelligence Analysis Squadron.
  --544th Intelligence Exploitation Squadron.
  --544th Target Materials Squadron.
- 1976 National mission processing began.
- 1979 Redesignated as 544th Strategic Intelligence Wing.
- 1980 Strategic Targeting Intelligence Center established.
- 1984 Expanded Indications & Warning mission.
- 1985 Relocatable targets mission added.
- Motto: Hic Et Ubique (Here and Everywhere)
- Awards: 9 Air Force Outstanding Unit Awards

MSgt Gary Myers/544 SIW/HO/3448
17 October 1985

8

Approved For Release 2009/07/08 : CIA-RDP87M00539R000800960002-4

Approved For Release 2009/07/08 : CIA-RDP87M00539R000800960002-4

544TH STRATEGIC INTELLIGENCE WING - YESTERDAY

PURPOSE: To provide information on the history of the 544th Strategic Intelligence Wing.

DISCUSSION:

- Predecessors at Bolling AFB

  -- 10th Photo Technical Squadron (PTS) activated 1946.

  --- Analyzed German WW II photoreconnaissance archives.

  --- Also performed cartographic/lithographic mission.

  -- Redesignated as 4203d PTS in 1948.

  --- Mission unchanged.

  --- Began production of Series 100 air target charts that year.

  --- Deactivated 16 November 1950.

- Activation of 544th Reconnaissance Technical Squadron at Bolling AFB.

  -- 16 November 1950.

  -- Totally new unit organizationally, but assumed mission/personnel/equipment of inactivated 4203d PTS.

  -- Relocation to Offutt AFB in April 1952.

  --- Detachment established in Washington, DC.

  ---No change in mission.

- Offutt facilities.

  -- Operations initially conducted in combined working/living area of converted hanger.

  -- Operations moved to basement of Headquarters SAC building in 1957.

  --- Operations expanded into new "G" wing of Headquarters SAC building in 1970.

  --- Target materials production moved to old Martin Bomber Plant (Bldg 301-D) in 1970.

9

Approved For Release 2009/07/08 : CIA-RDP87M00539R000800960002-4

Approved For Release 2009/07/08 : CIA-RDP87M00539R000800960002-4

- Organization/designation changes.
  - -- Redesignated 544th Reconnaissance Technical Group in 1958.
  - -- Redesignated 544th Aerospace Reconnaissance Technical Wing in 1963.
  - -- Squadrons activated in October 1973.
    - --- 544th Intelligence Analysis Squadron.
    - --- 544th Intelligence Exploitation Squadron.
    - --- 544th Target Materials Squadron.
  - -- Redesignated 544th Strategic Intelligence Wing in 1979.
  - -- Deputates established.
    - --- Deputy Commander for Operations in 1980.
    - --- Deputy Commander for the Strategic Targeting Intelligence Center in 1980.
    - --- Deputy Commander for Resources in 1985.
- New/expanded missions assumed.
  - -- Expanded ELINT requirements in 1953.
  - -- Missile trajectory operations in 1958.
  - -- All-source analysis in 1959.
  - -- Joint Strategic Target Planning Staff support in 1960.
  - -- SEA operations support, 1963 - 1975.
  - -- Expanded RC-135 mission processing/exploitation in 1974.
  - -- Precision processing national mission in 1976.
  - -- Delegated Production in 1977.
  - -- Expanded Indications & Warning support in 1984.
  - -- Relocatable targets mission in 1985.
- Air Force Outstanding Unit Awards.
  - -- Total of nine for the period of July 1956 - June 1983.
  - -- Nominated by CINCSAC for 10th award covering the period of 1 July 1985 - 30 June 1985. (AF selection pending)

10

Approved For Release 2009/07/08 : CIA-RDP87M00539R000800960002-4

Approved For Release 2009/07/08 : CIA-RDP87M00539R000800960002-4

Wing Motto.

-- Hic Et Ubique.

-- (Here and Everywhere).

Approved For Release 2009/07/08 : CIA-RDP87M00539R000800960002-4

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THE 544 STRATEGIC INTELLIGENCE WING - TODAY

PURPOSE: To provide information on the present function & organization of the 544th Strategic Intelligence Wing

DISCUSSION:

- The functions of the wing are quite varied:
  - As principal intelligence production organization of SAC, the wing generates all-source intelligence and related products
    - To support the HQ SAC staff and its military planning responsibilities.
    - To support the Joint Strategic Target Planning Staff (JSTPS).
    - To support other commanders and agencies.
  - The wing processes information and produces intelligence used in diverse ways:
    - For the direction and conduct of SAC peacetime and wartime operations.
    - For Indications and Warning.
    - For development of the nation's Single Integrated Operational Plan (SIOP).
    - For generation of SAC contingency plans.
    - In support of adaptive planning designed to hold relocatable targets at risk.
    - For force structure planning.
  - The wing also:
    - Maintains intelligence data bases on foreign military, economic and political capabilities.
    - Produces ballistic trajectory materials for land-based ICBMs.
    - Produces MC&G products in support of SAC forces.
    - Deploys resources overseas to support SAC operations.

12

Approved For Release 2009/07/08 : CIA-RDP87M00539R000800960002-4

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- The organization of the wing is exceptional.

-- The 544th is a Major Command Special Activity, under operational control of the DCS/Intelligence.

-- Only wing in the Air Force devoted to the production of all-source intelligence.

-- Represents over 1100 people working in 66 different specialties. 1985 operating budget was $3.2 million, and the unit controls over $100 million worth of resources.

-- The 544th's command structure is comprised of four major elements.

--- The Commander.

--- The Deputy Commander for Operations (DO).

--- The Deputy Commander for the Strategic Targeting Intelligence Center (DI).

--- The Deputy Commander for Resource Management (RM).

-- The processing and production areas of the wing are subordinate to the 544th DO and include three squadrons.

--- Target Materials Squadron (TMS).

---- Provides precision photographic, photolithographic, photogrammetric, cartographic, and graphic art services.

---- Provides JCS directed intelligence and MC&G support.

---- Accomplishes photographic tasking assigned by national agencies.

--- Intelligence Exploitation Squadron (IES).

---- Processes, exploits and reports intelligence derived from multi-source imagery and electromagnetic signals.

---- Supports the warplanning activities of SAC and JSTPS.

---- Satisfies SAC's Delegated Production responsibilities under its DIA charter.

---- Makes inputs to the SAC Master Installation File and automated Order of Battle files on the SAC On-Line Analysis and Retrival System (SOLARS).

Approved For Release 2009/07/08 : CIA-RDP87M00539R000800960002-4

Approved For Release 2009/07/08 : CIA-RDP87M00539R000800960002-4

--- Intelligence Analysis Squadron (IAS).

---- Produces and disseminates all-source intelligence to provide present and future threat estimates for military capabilities and force-structure planning.

---- Provides direct analytical support to JSTPS.

---- Maintains a special data base in support of the SIOP.

---- Maintains SAC installation data bases containing approximately 100,000 records of interest.

-- The wing's application organization is the Strategic Targeting Intelligence Center. Under the command of the 544 SIW/DI, it:

--- Provides an organic capability to perform intelligence functions integral to the war planning process.

--- Develops force-employment plans in response to JCS guidance.

--- Performs target development, aimpoint construction, weapon allocation, and attrition evaluation.

--- Develops and produces trajectory guidance materials for SAC ICBMs.

--- Creates and maintains detailed data bases essential to the SIOP, using dual billeted STIC members acting in their JSTPS role.

--- Provides intelligence manning to SAC Advanced Echelons (ADVONS), Intelligence Crisis Team (ICT), and Headquarters Emergency Relocation Team (HERT).

-- The Resource Management Deputate (RM) reports directly to the wing commander and is responsible for the following wing functions:

--- Budget and Cost Management Analysis.

--- Personnnel Programs and Training.

--- Supply and Maintenance.

--- Logistic Planning and Readiness.

--- Future Sytems Planning and Integration.

--- Future Automated Data Support.

14

Approved For Release 2009/07/08 : CIA-RDP87M00539R000800960002-4

Approved For Release 2009/07/08 : CIA-RDP87M00539R000800960002-4

THE 544 STRATEGIC INTELLIGENCE WING - TOMORROW

PURPOSE: To provide information on the future plans of the 544th Strategic Intelligence Wing.

DISCUSSION:

- As a key part of SAC Intelligence, the mission of the 544th is expanding rapidly to support the new and dynamic demands of strategic warning and adaptive planning mandated by JCS and DIA guidance.

- The remainder of the decade will see the 544th concentrating efforts in the following areas:

  -- Fully developed Indications and Warning capability.

  -- Tailored and responsive support to adaptive planning.

  -- Near real-time exploitation of intelligence flow and the information explosion.

  -- High-tech resource bed-down.

  -- Manpower quantity, quality and stability.

- I&W.

  -- Traditional intelligence data bases have been structured around fixed installations and fairly static orders of battle which have been used to describe enemy disposition (force structure).

  -- Dynamic nature of today's threats requires reporting on changing target values, the relocation of critical targets, and dynamic indicators (force posture).

  -- Force structure + force posture = force status.

  -- 544th reorganizing into force-structure, force-posture teams to provide CINCSAC and the community timely force status information on the strategic threat.

  -- Construction of the Strategic Analysis Applications Center complete in spring/summer, 1988.

- Adaptive Planning.

  -- Deterrence in the world of today and tomorrow must cope with a dynamic threat and flexible, mobile, and reprogrammable weapons on both sides.

15

Approved For Release 2009/07/08 : CIA-RDP87M00539R000800960002-4

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-- NRT Intelligence must be focused to do four tasks:

--- Locate relocatable targets with sufficient confidence to hold them at risk.

--- Provide real-time targeting information directly to war planners for effective weapons use.

--- Provide timely threat information to support the rapid retargeting of BCM equipment.

--- Deliver direct-to-forces MC&G support in computer or soft-copy media.

-- Tailored and Responsive Support to Adaptive Planning.

--- In the Strategic Analysis Application Center, near real-time intelligence responsive to a flow-through, interactive collection management system will be integrated and disseminated 24-hours-a-day, seven-days-a-week.

--- All-source intelligence will flow to analytic elements where desk officers manning a force status center will provide the time-critical warning indications and target tracking, essential to adaptive planning.

--- The SAAC will contain a reprogramming facility which will use our near real-time Electronic Intelligence analysis to develop and verify effective counter-measures, and transmit changes directly to units.

- Near Real-time Intelligence/Information Explosion.

-- The increase in the number, types, and capabilities of collection systems (both new and old) will provide a constant flow of near real-time information that is orders of magnitude larger than present day operations (three to four-fold increase).

-- Information flow will be directly to 544 SIW for a major portion of these systems.

-- To cope with this deluge, the 544th is doing the following:

--- Transitioning to a full 24-hour-a-day, seven-day-a-week analytical operation.

--- Upgrading soft-copy exploitation with a total of 18 IDBX terminals.

16

Approved For Release 2009/07/08 : CIA-RDP87M00539R000800960002-4

Approved For Release 2009/07/08 : CIA-RDP87M00539R000800960002-4

--- Improving equipment for exploitation of Electronic Intelligence.

--- Supporting enhancement of the IDHS-80 computer system and development of the HOST-88 system.

--- Supporting the development of SACINTNET, a computer-linking plan which will provide the sum of our ADP support to each user terminal.

- High-Tech Resource Bed-down.

-- High-Tech exploitation and analysis equipment and highly trained personnel already programmed and coming on line.

-- These assets are essential to deriving full value from increased intelligence collected from advanced systems.

-- Almost 38,000 sq ft required to accommodate new equipment and personnel. By 1988 all key components will have arrived.

-- Major 544th programs include the following:

--- Advanced Electronic Intelligence Upgrade.

--- Advanced Imagery Exploitation.

---- IDEX, ADP upgrade, Photo Lab.

--- New weapons systems support.

---- PEACEKEEPER, B1, ATB, etc.

--- Defensive Systems Reprogramming and Verification.

---- VAX Computers, Engineering MICROS.

- Manpower.

-- The above increase in mission tasks must be accomplished with approximately present authorized strength, decreasing fill precentages, and a rotation cycle which moves most analysts after two years or less on station.

-- Large number of accessions are either straight from tech school or cross-trainees.

-- 544th has submitted a stablized tour package for our most critical specialists, requesting a three year stablized tour. Complexity of tasks and volume of information requires a 12-to 18-month training cycle.

17

Approved For Release 2009/07/08 : CIA-RDP87M00539R000800960002-4

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SUMMARY:

-- Force modernization has always been a key to maintaining credible deterence.

-- 544th is moving to modernize our ability to support that force with near real-time intelligence.

-- The SAAC is the linchpin to ensuring responsive warning and providing continuous, timely inputs for adaptive planning of the nation's strategic forces.

18

Approved For Release 2009/07/08 : CIA-RDP87M00539R000800960002-4

Approved For Release 2009/07/08 : CIA-RDP87M00539R000800960002-4

Fact Sheet

United States Air Force

HEADQUARTERS STRATEGIC AIR COMMAND, OFFICE OF PUBLIC AFFAIRS,
OFFUTT AFB, NE 68113 TEL. (402) 294-6570

STAT

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SAC FACTS

Description and Mission

Strategic Air Command (SAC) is the United States Air Force's long-range strike force of manned bombers, tanker aircraft and intercontinental ballistic missiles.

SAC's primary mission is to deter war through its ability to deliver the majority of this nation's nuclear firepower to any part of the globe. Should deterrence fail, SAC maintains the capability to destroy the enemy's war-making powers and will to fight by delivery of both conventional (non-nuclear) and nuclear weapons. SAC also conducts strategic aerial reconnaissance with high-altitude supersonic and subsonic aircraft.

The command is the Air Force's largest in terms of manning. It is not only an Air Force major command, but also one of three specified commands operationally responsive to the Joint Chiefs of Staff.

Organization

SAC headquarters is located at Offutt AFB near Omaha, Neb. Operational responsibilities are split between two numbered air forces: 8th Air Force with headquarters at Barksdale AFB near Shreveport, La., and 15th Air Force with headquarters at March AFB near Riverside, Calif.

Both numbered air forces employ the air division echelon to assist in managing operational units. Eighth Air Force consists of the 19th Air Division, Carswell AFB, Texas; 40th Air Division, Wurtsmith AFB, Mich.; 42nd Air Division, Blytheville AFB, Ark.; and the 45th Air Division, Pease AFB, N.H.

Fifteenth Air Force includes five air divisions: the 4th at F.E. Warren AFB, Wyo.; 12th at Dyess AFB, Texas; 14th at Beale AFB, Calif.; 47th at Fairchild AFB, Wash.; and 57th at Minot AFB, N.D.

In addition to units based at Offutt, two major units (the 1st Strategic Aerospace Division, Vandenberg AFB, Calif., and the 1st Combat Evaluation Group, Barksdale AFB, La.) and a number of smaller organizations report directly to Headquarters SAC.

SAC is the host organization at 20 air force bases in the continental U.S. and at Andersen AFB, Guam. The command also has tenant units on approximately 50 other air force bases.

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19

Approved For Release 2009/07/08 : CIA-RDP87M00539R000800960002-4

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A MAJOR COMMAND

Strategic Air Command

The Strategic Air Command's overriding objective has always been and always will be to provide the cornerstone for our nation's nuclear deterrent capability. Besides this nuclear role, SAC has a long-range conventional capability to support theater commanders throughout the world.

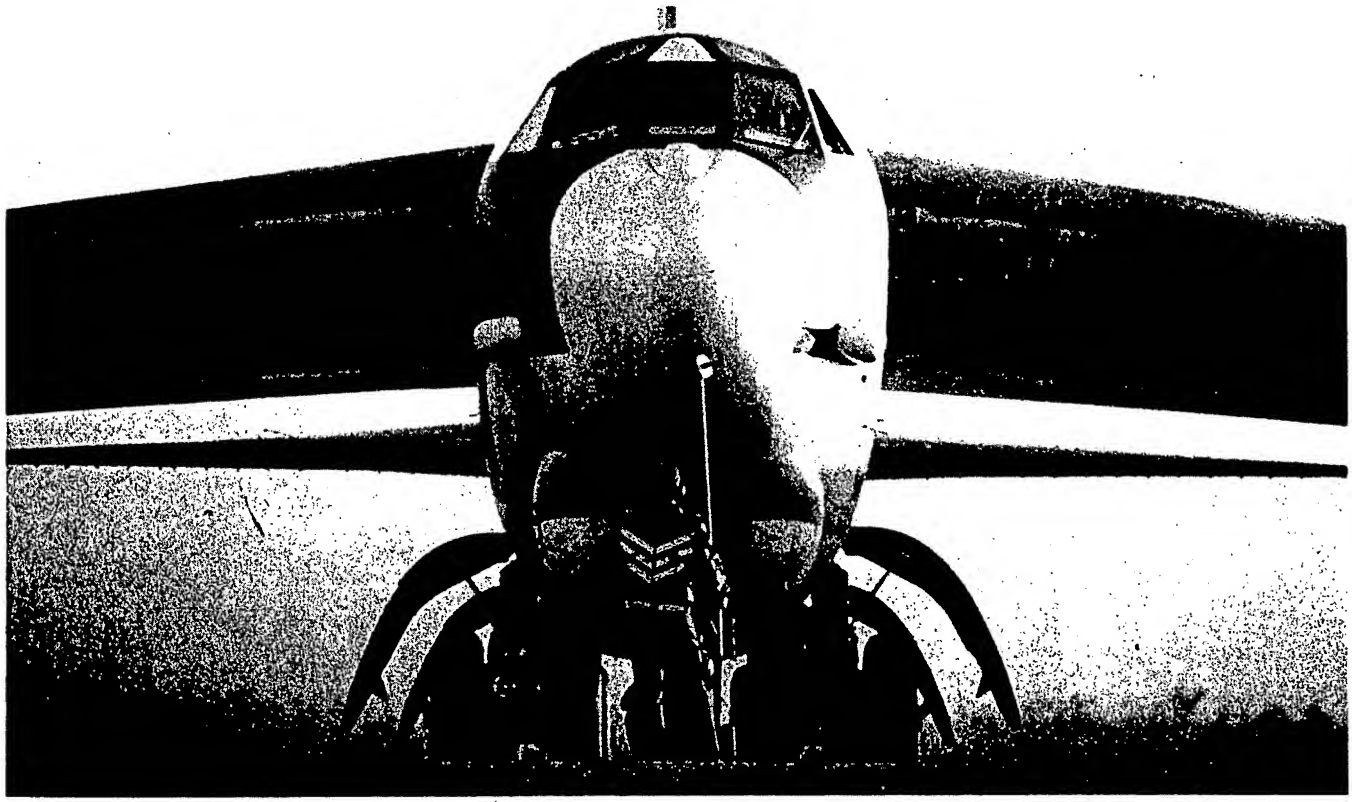
—Gen. B. L. Davis, USAF

With more than 118,000 people, SAC's ready and flexible offensive force of manned bombers and intercontinental ballistic missiles (ICBM) constitutes two parts of the United States' strategic triad. In addition to these long-range strategic strike forces, the command is responsible for strategic reconnaissance, worldwide intercommand and interservice air refueling support, and airborne vehicles for command and control of strategic forces.

The offensive punch of the Strategic Air Command is built around a force of approximately 260 B-52G and H Stratofortresses, sixty supersonic FB-111s, 1,000 Minuteman missiles (450 Minuteman IIs and 550 Minuteman IIIs), and the Titan IIs (currently being deactivated). To ensure that SAC's offensive forces are ready to carry out their mission in the future, the command is currently pursuing a substantial weapons and support systems modernization program. June 1985 will see the introduction of the first new heavy bomber, the B-1B, into the SAC inventory since the last B-52 rolled off the assembly line in 1962. Dyess AFB, Tex., is scheduled to have the first operational B-1B squadron in September 1986.

As SAC awaits the arrival of the B-1B, the command must ensure that today's bomber force maintains the capability to carry out its intended mission. Consequently, the B-52s are being modernized with state-of-the-art avionics, many are being modified as cruise missile launch platforms, and others are being modified to launch Harpoon antiship missiles. B-52 units equipped with air-launched cruise missiles are assigned to Griffiss AFB, N. Y., Wurtsmith AFB, Mich., Grand Forks AFB, N. D., Blytheville AFB, Ark., and Fairchild AFB, Wash. By mid-1985, SAC will attain full operational capability with the Harpoon missile for two B-52 squadrons located at Loring AFB, Me., and Andersen AFB, Guam.

Supporting and sustaining all flying forces are some 615 KC-135 Stratotankers. The KC-135 fleet is currently being revitalized through the KC-135R modification program that is producing a more capable, efficient, and reliable aircraft at considerably less cost than it would take to replace older models. SAC's 384th Air Refueling Wing, McConnell AFB, Kan., took delivery of the first KC-135R in July 1984. Combined with the new KC-10 Extenders, the KC-135s give SAC's bomber force a global capability and provide deployment and employment support for Military Airlift Command's airlifters as well as the fighters of the tactical air forces.



A Strategic Air Command B-52H Stratofortress moves out for takeoff at Darwin, Australia, during an exercise. SAC's offensive punch comes from approximately 260 B-52G and H bombers, sixty FB-111 supersonic bombers, 1,000 Minuteman ICBMs, and Titan II I

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STRATEGIC AIR COMMAND

Headquarters, Offutt AFB, Neb.

Commander in Chief
Gen. Bennie L. Davis

8th Air Force
Hq. Barksdale AFB, La.

7th Air Division
19th Air Division
40th Air Division
42d Air Division
45th Air Division

1st Strategic Aerospace Division
Hq. Vandenberg AFB, Calif.

394th ICBM Test Maintenance Squadron
4315th Combat Crew Training Squadron
4392d Aerospace Support Group

15th Air Force
Hq. March AFB, Calif.

3d Air Division
4th Air Division
12th Air Division
14th Air Division
47th Air Division
57th Air Division

1st Combat Evaluation Group
Barksdale AFB, La.

544th Strategic Intelligence Wing
Offutt AFB, Neb.

3902d Air Base Wing
Offutt AFB, Neb.

KC-10 Extenders are modified commercial DC-10 freighters with substantially greater fuel-carrying capacity than the KC-135 and are able to perform double-duty during unit deployments, with 12,000 cubic feet of available cargo space. Extenders are located at Barksdale AFB, La., and March AFB, Calif., and will soon arrive at Seymour Johnson AFB, N. C.

Though bombers and tankers are at the center of SAC's flying mission, important roles are also carried out by the SR-71s, U-2s, TR-1s, RC-135s and EC-135s, and E-4s. Strategic reconnaissance provides critical information to decision-makers ranging from National Command Authorities to operational theater commanders. The mix of all SAC reconnaissance forces provides broad coverage as well as backup capabilities during peacetime and crisis situations.

Complementing these efforts to modernize SAC's flying forces, important initiatives are also under way to strengthen the ICBM leg of the strategic triad. SAC and Air Force Logistics Command are involved in a joint program, called Rivet Mile, to extend the useful life of Minuteman launch control facilities and launch facilities. Actual Rivet Mile work to identify and repair problems in the Minuteman force that result from aging began in April 1985.

Modernization of the ICBM force continues to center on a two-phased program to develop and deploy the Peacekeeper (MX) and small ICBM. The Peacekeeper test program continues to provide outstanding results. In a December 1984 speech, SAC Commander in Chief Gen. B. L. Davis spoke on one of the reasons we need to deploy the Peacekeeper. He said, "Even with only 100 Peacekeeper missiles, the United States can place enough Soviet silos at risk to encourage them to lessen their emphasis on ICBMs. That move, in turn, would lessen the pressure on our own silo-based retaliatory systems. Both sides benefit."

The small ICBM provides a stimulating new technological approach to building and basing ICBMs in the future. Though still in the concept development stage, deployment of the small ICBM will ensure SAC's ICBM force remains strong and viable well into the twenty-first century.

Aircraft and missiles are the tools of SAC, but without trained people to use them, those tools are nothing but big pieces of metal. As the largest

MX Peacekeeper missile thunders into test flight at Vandenberg AFB, Calif. Peacekeeper test program has produced "outstanding" results. USAF plans to deploy 100 of the ten-warhead ICBMs while also developing its single-warhead small ICBM for deployment in the 1990s, thus ensuring a strong, viable SAC ICBM force well into the next century. Force modernization is SAC's top priority.

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command in the Air Force, SAC's officers, enlisted members, and civilians serve at forty-five SAC locations in the United States and overseas. They are dedicated men and women, working to ensure that the tools of the command are, in fact, ready and flexible strategic offensive forces. Their tremendous efforts in training and during operational exercises finely hone essential warfighting skills to ensure that potential adversaries never confuse our desire for world peace with weakness.

Force modernization is SAC's top priority, and the past twelve months have seen tremendous progress toward fulfillment of that goal. New and updated tankers are entering the inventory, B-1B delivery begins next month, Peacekeeper launch-facility preparation is under way—these are just a few concrete examples of the strategic modernization program. The future holds the promise of advanced technology bombers and small ICBMs.

The reality of why we are here remains, and that is why SAC's motto is "Peace Is Our Profession." ■

EIGHTH AIR FORCE (SAC)

Headquarters, Barksdale AFB, La.

Commander
Lt. Gen. K. L. Peek, Jr.

7th Air Division
Ramstein AB, Germany

306th Strategic Wing*
RAF Mildenhall, UK

11th Strategic Group
RAF Fairford, UK

17th Reconnaissance Wing
RAF Alconbury, UK

19th Air Division
Carswell AFB, Tex.

340th Air Refueling Wing*
Altus AFB, Okla.
(KC-135)

351st Strategic Missile Wing
Whiteman AFB, Mo.
(Minuteman)

7th Bomb Wing
Carswell AFB, Tex.
(B-52, KC-135)

381st Strategic Missile Wing
McConnell AFB, Kan.
(Titan II)

384th Air Refueling Wing
McConnell AFB, Kan.
(KC-135)

308th Strategic Missile Wing*
Little Rock AFB, Ark.
(Titan II)

40th Air Division
Wurtsmith AFB, Mich.

379th Bomb Wing
Wurtsmith AFB, Mich.
(B-52, KC-135)

410th Bomb Wing
K. I. Sawyer AFB, Mich.
(B-52, KC-135)

416th Bomb Wing
Griffiss AFB, N. Y.
(B-52, KC-135)

42d Air Division
Blytheville AFB, Ark.

19th Air Refueling Wing*
Robins AFB, Ga.
(KC-135)

68th Air Refueling Group*
Seymour Johnson AFB, N. C.
(KC-135)

97th Bomb Wing
Blytheville AFB, Ark.
(B-52, KC-135)

2d Bomb Wing
Barksdale AFB, La.
(B-52, KC-10, KC-135)

305th Air Refueling Wing
Grissom AFB, Ind.
(KC-135)

45th Air Division
Pease AFB, N. H.

380th Bomb Wing
Plattsburgh AFB, N. Y.
(FB-111, KC-135)

509th Bomb Wing
Pease AFB, N. H.
(FB-111, KC-135)

42d Bomb Wing
Loring AFB, Me.
(B-52, KC-135)

*Tenant Units

FIFTEENTH AIR FORCE (SAC)

Headquarters, March AFB, Calif.

Commander
Lt. Gen. James E. Light, Jr.

3d Air Division
Andersen AFB, Guam

43d Strategic Wing
Andersen AFB, Guam
(B-52)

376th Strategic Wing*
Kadena AB, Japan
(KC-135)

4th Air Division
F. E. Warren AFB, Wyo.

319th Bomb Wing
Grand Forks AFB, N. D.
(B-52, KC-135)

321st Strategic Missile Wing
Grand Forks AFB, N. D.
(Minuteman)

90th Strategic Missile Wing
F. E. Warren AFB, Wyo.
(Minuteman)

12th Air Division
Dyess AFB, Tex.

22d Air Refueling Wing
March AFB, Calif.
(KC-10, KC-135)

96th Bomb Wing
Dyess AFB, Tex.
(B-52, KC-135)

55th Strategic Reconnaissance Wing
Offutt AFB, Neb.
(RC/KC-135)

14th Air Division
Beale AFB, Calif.

9th Strategic Reconnaissance Wing
Beale AFB, Calif.
(SR-71, U-2, TR-1, KC-135)

93d Bomb Wing
Castle AFB, Calif.
(B-52, KC-135)

47th Air Division
Fairchild AFB, Wash.

92d Bomb Wing
Fairchild AFB, Wash.
(B-52, KC-135)

341st Strategic Missile Wing
Malmstrom AFB, Mont.
(Minuteman)

320th Bomb Wing*
Mather AFB, Calif.
(B-52, KC-135)

6th Strategic Wing
Eielson AFB, Alaska
(RC-135)

57th Air Division
Minot AFB, N. D.

5th Bomb Wing
Minot AFB, N. D.
(B-52, KC-135)

91st Strategic Missile Wing
Minot AFB, N. D.
(Minuteman)

28th Bomb Wing
Ellsworth AFB, S. D.
(B-52, KC-135)

44th Strategic Missile Wing
Ellsworth AFB, S. D.
(Minuteman)

*Tenant Units

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